

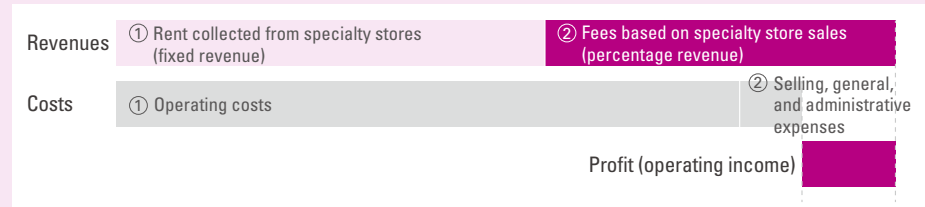
AEON MALL Business Model (Earning Revenue Through Co-Creation With Our Communities)

Focused on our six strengths (▶ P.17), we will co-create value with partner companies and other stakeholders to create attractive communities. We will expand our earnings by growing together with these communities.

Co-creating with our communities to build attractive neighborhoods. Expanding earnings by growing with our communities.

The AEON MALL Profit Model

Shopping mall development and operations are the mainstay of our business. Our profit structure goes beyond attracting popular specialty stores to earn rental income (fixed revenue) from store tenants. We also plan and conduct events and other activities that contribute to higher specialty store earnings, earning fees (percentage revenue) based on their sales growth.



We are able to identify local issues and provide solutions to improve communities by having our Company handle business from development to operation and maintain long-term contact with local customers.



Value Creation

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